The Effect Of Entrepreneurial Marketing Dimensions On Micro, Small And Medium Enterprise Performance In Indonesia

Ernani Hadiyati, Kukuh Lukiyanto

Abstract— The marketing activities uses entrepreneurial marketing concept in the last decade. Many previous findings showed that entrepreneurial marketing dimensions can improve the company's business performance. This study aims to examine the entrepreneurial marketing dimension for micro and small businesses in Indonesia. The samples are medium or large companies with different characteristics from micro and small business in Indonesia. The primary data was collected from questionnaires circulated to Micro, Small and Medium Enterprise (MSMEs) actors. It was analyzed by qualitative research methods with exploratory research type. Research results show that entrepreneurial marketing dimensions of philosophy marketing, marketing strategy, methods and marketing intelligence are related to business performance. The entrepreneurial marketing dimensions can enhance micro and small businesses. This study results can be used by government or other parties in micro and small business empowerment programs, specifically in field of marketing to use entrepreneurial marketing support.

Index Terms— Entrepreneurship, marketing, business, performance, dimensions, MSMEs

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1 INTRODUCTION

Micro, small and medium enterprises (MSMEs) make a significant contribution to national economy. One contribution can be seen from labor absorption to reach 99.6% from total workforce in Indonesia. Therefore, MSMEs have become hopes as a business sector to decrease terhadap unemployment to give a major contribution to economic growth in Indonesia. MSMEs also have a role to stimulate the economic dynamics. This role is very flexible to make MSMEs can be strived to replace the business environment better than large companies. Evidences showed that in several economic crises, almost 80% of large businesses went bankrupt and layoffs of their employees, but MSMEs that persisted with all their limitations, were known as businesses with strong endurance. This condition motivates Indonesia government to create a policy to empower the MSMEs in Indonesia. The Micro, Small and Medium Enterprises (MMSMEs) presence needs to be developed. Differ with large companies; MMSMEs still need the outsiders role to manage their management. The success of Indonesia MSMEs is spread throughout all regions and rural areas. This contributes to local finance by realizing the rankings of community throughout. MSMEs become the largest and most dominant business group; many are involved in MSMEs empowerment. The government through the SMEs empowerment program always tries to minimize the difficulties. The Central Bureau of Statistics in 2017 survey found various weaknesses and challenges in SMEs as the main difficulties to solve marketing problems (Hadiyati, 2017). Knowledge about SMEs marketing still used general marketing concepts that are more suitable for large businesses (Reynolds 2002; Siu & Kirby 1998; Hogarth-Scott et al., 1996) Marketing in small companies has unique characteristics that

different from large organizations (Fillis 2002; Gilmore et al., 2011). Small companies marketing has been characterized by attributes such as haphazard, informal, bound, unstructured and spontaneous (Gilmore et al., 2011) and has weaknesses related to price, planning, training and forecasting (McCartan-Quinn & Carson, 2003). Most SMEs marketing are driven by innovation (O'Dwyer et al., 2009). On the other hand, entrepreneurship behavior can be done as an obligation to represents more informal and unplanned activities that rely on intuition and energy from individuals to realize business activities (Dayet al., 2006). This statement explains about managers from small and medium business to combine conventional marketing with entrepreneurship.

The concept of entrepreneurial marketing is a combination of two theories,: marketing and entrepreneurship. It creates a new direction in world of marketing. Both basic theories are creatively combined which are related to marketing and with business practices called entrepreneurial marketing (Gilmore and Coviello, 1999; Hoy, 2008). This concept has produced important differences between large and small business ventures in the element of entrepreneurship in marketing theory education (Carson, 1993; Stokes, 2000). The implementation of marketing concepts and tools has helped entrepreneurs to achieve high levels of success in market. Entrepreneurs with innovative characters found that marketing principles and strategies usage are very effective to generate success in entrepreneurship practices (Nwaizugbo and Anukam, 2014; Morris et al., 2002). The success of entrepreneurial marketing implementation in large companies needs to be studied, specifically related to entrepreneurial marketing implementation in micro and small businesses (Nwaizugbo and Anukam, 2014; Morris et al., 2002). Previous research results indicated a mismatch of marketing practices in small and medium enterprises and large companies (Ionita 2012). It may also creates differences in the entrepreneurial marketing implementation. Marketing is an organizational

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function to regulate the communication process and providing value to customers and managing relationships to achieve profitability and organizational value for stakeholders (Fillis, 2000). This opinion supports traditional marketing practices to develop entrepreneurial marketing in micro and small businesses. Trends and markets are very dynamic, demanding marketing practices to have entrepreneurial skills in form of a mindset to exploit opportunities and innovation. Micro / small business owners / entrepreneurs must have knowledge about structural marketing, but tremendous progress in market needs entrepreneurial skills. This study examines the entrepreneurial marketing dimensions based on opinion of Pitsamorn Kilenthong (2011). He explained the entrepreneurial marketing has four dimensions: philosophy, strategy, method and marketing activities intelligence. These four dimensions will be used as variables in this study. The performance measurement of micro and medium enterprises is based on these four perspectives.

2 LITERATURE REVIEW

2.1 The Concept of Entrepreneurial Marketing

Schindehutte & Morris (2010) explains that entrepreneurship marketing is the total integration between marketing and entrepreneurship. Entrepreneurship marketing development is not only a relationship between marketing tools and entrepreneurial processes as a conventional entrepreneurial marketing conceptualization, but fully covers all aspects of administrative marketing and entrepreneurship. Pitsamorn Kilenthong (2011) showed that higher level of Entrepreneurial Orientation leads to a higher level of Entrepreneurial Marketing. Models with Entrepreneurial Orientation multidimensionality are more consistent with data than models with unidimensional Entrepreneurial Orientation. All dimensions of Entrepreneurial Orientation independently affect the different entrepreneurial marketing dimensions in different magnitudes. Rather than being proactive and taking risks, innovation has the strongest impact on Entrepreneurial Marketing. Ionita (2012) showed a brief history the definition of marketing entrepreneurial. This study clarified the differences between entrepreneurial marketing and small business marketing. Ma'mun Sarma, Stevia Septiani, Farida Ratna, Dewi & Edward H. Siregar (2013) showed a positive effect the marketing entrepreneurial on business development. In addition, entrepreneurial marketing capabilities also have a positive effect on business sustainability. This positive effect means that businesses with higher entrepreneurial marketing capabilities will have a higher level of development and business sustainability. It can be concluded that entrepreneurship marketing plays an important role to business development and sustainability in small industries and households. Nwaizugbo, I. C and Anukam, A. I, (2014) explained that entrepreneurial marketing improvises and does not look for perfect conditions to grow a company. Therefore, entrepreneurship and marketing has differences, similarities, overlaps and collaboration to face unstable markets in implementation of marketing and entrepreneurial processes. Abdul Rahim, Wahab, and Saad (2015) consider to find a ways introduce SME marketing practices that are specific for business to achieve higher sales volumes and growth. They

showed that in small and medium enterprises at Klang Valley in Malaysia had a paradigm shift from traditional marketing to entrepreneurship marketing. Arfanly, Ma'mun Sarma, and Muhammad Syamsun (2016) showed that entrepreneurial marketing implementation was quite good where the greatest entrepreneurial marketing ability is shown by strategy ability. Based on PLS SEM analysis, it was known that concepts, strategies, and entrepreneurial marketing intelligence variables affected on marketing performance Al-Lawati (2017) stated that entrepreneurial marketing is achieved in three ways: formalizing marketing networks, maximizing educational resources and developing marketing management competencies. It is important to focus on general aspects of entrepreneurship and marketing management competencies.

2.2 Entrepreneurial Marketing Dimension

Pitsamorn Kilenthong (2011) has developed opinions from (Stokes, 2000a, 2000b; Morris et al., 2002b) to explain that entrepreneurial marketing has four dimensions: marketing philosophy, marketing strategy, marketing technique and marketing intelligence. The definitions of each dimension are below.

- Marketing philosophy is a company culture orientation towards marketing innovation by taking a proactive approach to customers
- Marketing strategy is a bottom-up strategy approach to identify opportunities, attracting customers, and expanding customers base. The company's strategy should consider the risk factors and creativity in resources usage.
- Marketing techniques is the way to do marketing without follow the marketing mix concept where marketers make personal contact, as information for new products creation.
- Marketing intelligence is decision making activity through a few formal market research activities and also collects information through alliances and networks.

2.3 Business Performance

The Business performance is adapted to MSMEs conditions as the research object with following characteristics: unique, less professional business governance and no financial statements. The business performance of MSMEs is based on experts opinion (Keh, Nguyen & Nigeria, 2007; Wiklund & Shepherd, 2005; Jaworski & Kohli, 1993) that measured from cumulative aspects of three differences: employees growth, market share growth and sales growth.

2.4 Hypotheses

The hypotheses below are developed to be tested in this research.

- H1. Marketing philosophy has significant and positive effect on SMEs business performance
- H2. Marketing strategies has significant and positive effect on SMEs business performance
- H3. Marketing methods has significant and positive effect on SMEs business performance
- H4. Marketing intelligence has significant and positive effect on SMEs business performance

3 RESEARCH METHODS

The research was conducted in East Java Province of Indonesia. The research objects are micro and small business entrepreneurs, which produce garments. Information is obtained from 42 micro and small businesses with similar types of businesses. This exploratory research collected the primary data by questionnaires from micro and small business owners. Data was tested by validity and reliability. Processing data with descriptive statistics and the model is teted by SEM-PLS.

4 RESEARCH RESULTS

4.1 Validity and Reliability Test Results

Validity is tested by product moment correlation method from SPSS version 21.0 software. The test results show that all items have significance value r smaller than 0.05 (α = 0.05), it means that all indicator are valid and can be used for research.

The reliability is tested by the alpha reliability coefficient value from from SPSS version 21.0 software. The test results show that value of Cronbach's alpha for all variables is greater than 0.6. It means all variables are reliable and can be used for research.

4.2 Partial Least Square (PLS) Analysis

Structural Equation Model is used to test the data using Partial Least Square (PLS) with SMARTPLS version 2.0 M3 software from University of Hamburg Germany. There are two stages to do, first stage evaluates the outer model or measurement model. The second stage evaluates inner model or structural model. The measurement model consists of observable indicators. The structural model consists of latent constructs that cannot be observed.

4.3 Model Measurement (Outer Model)

The model measurement examines the manifest or observation variables to for the latent variables, as shown in Figure 1.
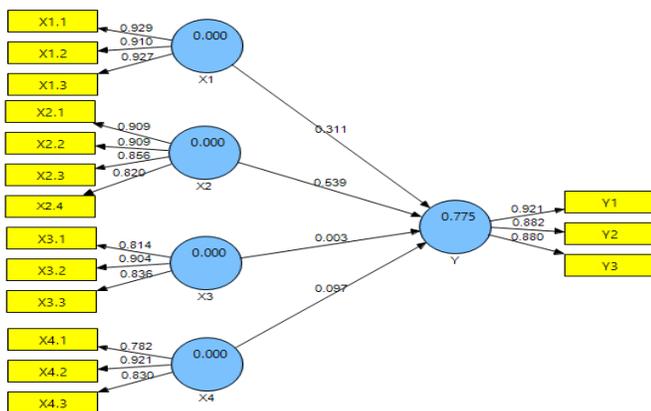
Source: Primary Data Processing with PLS (2018)
Fig. 1. Outer Model for Entrepreneurship Marketing

Figure 1 shows the model measurement with Smart PLS software. There are three criteria to assess the outer model, Convergent Validity, Discriminant Validity and Composite Reliability. Convergent validity of measurement model with reflexive indicators is measured by the correlation between the score items. The individual reflexive measure should have loading value above 0.70. However, for initial stage of scale development, the loading values of 0.5 to 0.6 are sufficient.

4.4 Convergent Validity

Convergent validity aims to determine the validity of each relationship between indicators and their latent variables. Convergent validity of measurement model with reflexive indicators is assessed based on correlation between item scores or component scores with scores of latent variables or construct scores calculated by PLS. The results are shown in table 1.

Table 1. Outer Loadings (Mean, STDEV, t-Values)

	Factor Loading	Standard Deviation	T Value	p-value
X1.1 <- X1	0.929	0.021	44.296	0.000
X1.2 <- X1	0.910	0.038	23.687	0.000
X1.3 <- X1	0.927	0.024	38.748	0.000
X2.1 <- X2	0.909	0.037	24.671	0.000
X2.2 <- X2	0.909	0.049	18.387	0.000
X2.3 <- X2	0.856	0.051	16.891	0.000
X2.4 <- X2	0.820	0.088	9.269	0.000
X3.1 <- X3	0.814	0.056	14.587	0.000
X3.2 <- X3	0.904	0.035	25.653	0.000
X3.3 <- X3	0.836	0.050	16.640	0.000
X4.1 <- X4	0.782	0.093	8.452	0.000
X4.2 <- X4	0.921	0.031	29.895	0.000
X4.3 <- X4	0.830	0.074	11.219	0.000
Y1 <- Y	0.921	0.039	23.701	0.000
Y2 <- Y	0.882	0.047	18.737	0.000
Y3 <- Y	0.880	0.081	10.892	0.000

Source: Primary data processing with SmartPLS (2018)

Table 2 shows all indicators for each variable (bold) met discriminant validity. They have the largest outer loading value for variables formed and not for other variables. Therefore, all indicators in each variable met the discriminant validity.

4.5 Construct Testing

Evaluation of measurement model with square root of average variance extracted compares the root value of AVE with correlation between constructs. The discriminant validity is food if AVE root value higher than the correlation value between constructs. In addition, AVE value greater than 0.5 is highly recommended. The next test analyze the outer model to look at construct reliability of latent variables, measured by two criteria of composite reliability and cronbach alpha from indicator block that measures the construct. The constructs are reliable if the composite reliability value and cronbach alpha value are above 0.70. The results of composite reliability and cronbach alpha are shown in table 3. Table 3 shows that AVE value for four constructs is greater than 0.5. It means the

108

measurements model has good discriminant validity. The construct reliability test is measured by composite reliability and cronbach alpha from indicator block that measured the construct. The composite reliability value and cronbach alpha are above 0.70. It means the constructs have good reliability.

Table 3. Goodness of Fit

	X1	X2	X3	X4	Y
X1.1	**0.929**	0.677	0.673	0.633	0.798
X1.2	**0.910**	0.688	0.685	0.710	0.689
X1.3	**0.927**	0.670	0.781	0.744	0.667
X2.1	0.720	**0.909**	0.723	0.702	0.755
X2.2	0.691	**0.909**	0.663	0.663	0.766
X2.3	0.630	**0.856**	0.681	0.736	0.766
X2.4	0.518	**0.820**	0.457	0.578	0.662
X3.1	0.631	0.591	**0.814**	0.656	0.555
X3.2	0.632	0.689	**0.904**	0.754	0.675
X3.3	0.713	0.574	**0.836**	0.752	0.597
X4.1	0.649	0.684	0.600	**0.782**	0.643
X4.2	0.673	0.680	0.826	**0.921**	0.676
X4.3	0.574	0.579	0.718	**0.830**	0.570
Y1	0.769	0.757	0.662	0.702	**0.921**
Y2	0.666	0.721	0.708	0.688	**0.882**
Y3	0.665	0.789	0.558	0.618	**0.880**

Source: Primary Data Processing with PLS (2018)

4.6 Structural Models (Inner Model)

Figure 2 shows the Structural Model (Inner Model) for Entrepreneurship Marketing
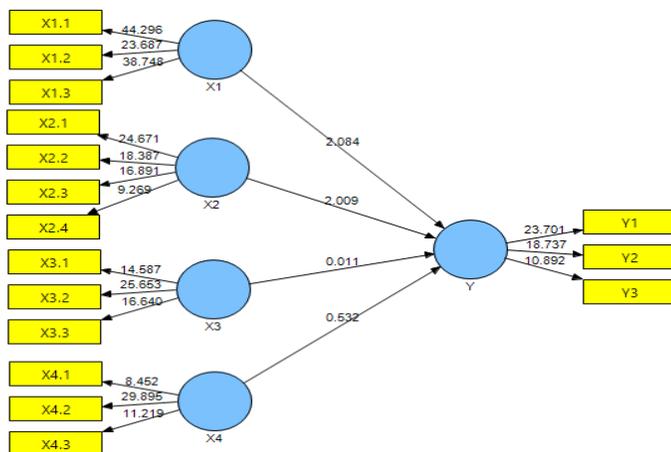
Source: Primary Data Processing with PLS (2018)
Fig. 2. Structural Model (Inner Model) Entrepreneurship Marketing

The inner model or structural model test is done to examine the significance between the constructs of and R-square of the model. The structural model is evaluated using R-square for dependent construct of and t test for structural path coefficients.

4.7 R-Square (R2)

The structural model is tested by looking at R-square value to know the goodness-fit model, as shown in table 4.

Table 4. R-Square Test

Variable	R Square
Y	0.7745

Source: Primary data processing with PLS (2018)

Table 4 shows the R-square value for the relationship between business performance and entrepreneurship marketing obtained is 0.7745. it indicates that 77.45% of Business Performance variable is affected by entrepreneurial marketing that consist of marketing philosophy, marketing strategies, marketing methods, marketing intelligence. Other 22.55% is affected by other variables outside the researched model.

4.8 Testing the Research Hypotheses

The significance of estimated parameters provides very useful information about the relationship between the research variables. PLS uses bootstrap testing to minimize the problem of research data abnormalities. The results are shown in table 5.

Table 5. Path Coefficient (Mean, STDEV, T-Values)

Variables relationship	Coefficient Estimation	t count	P	Description
X1 → Y	0.312	2.084	0.019	Significant
X2 → Y	0.539	2.009	0.022	Significant
X3 → Y	0.003	0.011	0.496	Insignificant
X4 → Y	0.097	0.532	0.298	Insignificant

Table 5 provides the test results for structural models. The path coefficient in table 5 can determine the structural equations for entrepreneurial marketing below.

$$Y = 0{,}312\ X1 + 0.539\ X2 + 0.003\ X3 + 0.097\ X4$$

The significance of estimated parameters provides very useful information about the relationship between the variables. Hypothesis test can be done by comparing t-statistics with t-tables. The t-table is obtained from 42 respondents of 1.960 at alpha 5% and 1.64 at alpha 10%.

4.8.1 Hypothesis 1

H1: Marketing Philosophy affect on Business Performance.
Marketing Philosophy has significant and positive effect on Business Performance with path coefficients of 0.312 and t statistics of 2.028 greater than t table (1.960) and significance p (0.021) <0.05. It means H1 is accepted that Marketing Philosophy has significant and positive effect on Business Performance at an error rate of 5%.

4.8.2 Hypothesis 2

H2: Marketing Strategy affect on Business Performance.
Marketing Strategy has has significant and positive effect on Business Performance at path coefficients of 0.539 and t statistics of 2.009 greater than t table (1.960) and significance p (0.022) <0.05. It means H2 is accepted that Marketing Strategy has significant and positive effect on Business Performance at an error rate of 5%.

4.8.3 Hypothesis 3

H3: Marketing methods has significant and positive effect on Business Performance.

109

Marketing methods have a positive effect on Business Performance at path coefficients of 0.003 and t statistics of 0.011 smaller than t table (1.960), and significance p (0.496)> 0.10. it means H3 is rejected that Marketing Method has no significant and positive effect on Business Performance at an error rate of 5%.

4.8.4 Hypothesis 4

H4: Marketing Intelligence has significant and positive effect on Business Performance.

Marketing Intelligence has a positive effect on Business Performance with path coefficients of 0.097 and t statistics of 0.601 smaller that t table (1.960) and significance p (0.274)> 0.05. It means H4 is rejected that Marketing Intelligence has no significant and positive effect on Business Performance.

5 DISCUSSION

The PLS test results shows the Entrepreneurship Marketing has a significant effect on Business Performance, at R Square of 0.7745. It means Entrepreneurship Marketing has effect or contribution of 77.45% on Business Performance of Malang SMEs, while the remaining 22.55% is affected by other variables outside the model. It can be concluded that Entrepreneurship Marketing plays an important role to Business Performance. The partial effect of each dimension of Entrepreneurship marketing variable on Business Performance are described as below.

5.1 The Effect of Marketing Philosophy on Business Performance

Marketing philosophy improvement can be improved through maintaining relationships with customers and creating new innovations. Pitsamorn Kilenthong (2011) explained that entrepreneurial marketing was formed four dimensions: marketing philosophy, marketing strategies, marketing methods and marketing intelligence. Stokes (2000a) and Morris et al. (2002b) explained that marketing philosophy consist of a passion to innovation, marketing becomes home for innovation and leading customers through a proactive approach. Hadiyati E (2011) stated that marketing philosophy affects on business performance. Hadiyati (2009) stated that entrepreneurship marketing concept is focused on innovation and developing ideas based on market needs and influencing sales performance. Permadi (1998) stated that marketing performance is a concept to measure the market performance of a product. Ismawanti (2008) stated that marketing performance is an important element of company performance. The company performance can be seen from its marketing performance. Marketing performance is measured through sales volume, customer growth and sales growth (Fatonah, 2009; Ismawanti, 2008). The company performance of SMEs can be measured by cumulative aspects of three different items of growth in number of employees, growth in market share and sales growth (Keh, Nguyen & Ng, 2007; Wiklund & Shepherd, 2005; Jaworski & Kohli, 1993).

5.2 The Effect of Marketing Strategies on Business Performance

Marketing Strategy improvement can improve the Business Performance of Malang SMEs. The Marketing Strategy has a significant effect on Business Performance variable. Hadiyati, E (2012) stated that creativity and innovation have a partial effect on entrepreneurial marketing. This explains that creativity and innovation in marketing strategies are the right approaches in marketing strategies. Stokes (2000a) and Morris et al., (2002b) explained that entrepreneurial marketing strategy dimensions include: identification of opportunities with a bottom-up approach, customer attractiveness, customer-based business expansion and creative to use resources as determinants of business performance.

Arfanly, Sarma, and Syamsun (2016) stated that ability of largest entrepreneurial marketing dimension is shown by dimensions of marketing strategies that effect marketing performance. Hadiyati, E (2009) stateD that dimensions of entrepreneurship marketing for marketing strategies partially affect sales performance.

5.3 The Effect of Marketing Methods on Business Performance

The improvement in Marketing Methods in Malang SMEs can improve its Business Performance of Malang SMEs, although insignificant. The marketing method has inignificant effect on variable business performance. The more effective marketing methods implementation can improve business performance. This study results insonsistent with Stokes, (2000a); Morris et al., (2002b) marketing method that manifsted in interactive activities with consumers and marketing by delivering word of mouth can affect business performance. Pitsamorn Kilenthong (2011) stated that marketing methods do not follow the marketing mix concept; marketing through personal contact; marketers are creators of new product categories to determine business performance. It also inconsistent with Hadiyati, E (2009) that marketing methods effect on sales performance.

Based on above opinions, it can be explained that SME entrepreneurs does not use marketing methods optimally through interactive approach with consumers and word of mouth communication.

5.4 The Effect of Marketing Intelligence on Business Performance

The improvement of Marketing Intelligence of Malang SMEs can improve Business Performance, although insignificant effect. The Marketing Intelligence has insignificant effect on Business Performance.

The marketing intelligence implementation improves business performance, although insignificantly. This is inconsistent with Hadiyati (2009) that marketing intelligence through informal networks and information gathering affects to improve sales performance. Pitsamorn Kilenthong (2011) stated that marketing intelligence includes informal market research indicators of gathering information through a network communication process and customers as active participants in marketing decision-making processes can improve business performance. Based on previous opinion, it

110

can be explained that SME entrepreneurs have been less effective to communicate with customers and less involve customers as active participants in marketing decision-making process to improve business performance.

6 CONCLUSION

1. Marketing Philosophy has significant and positive effect on business performance. It means marketing philosophy can improves the business performance of Malang SMEs.

2. Marketing Strategy has significant and positive effect on Business Performance. It means marketing strategy can improves the business performance of Malang SMEs.

3. Marketing methods have insignificant and positive effect on Business Performance It means marketing philosophy can improves the business performance of Malang SMEs, although insignificantly.

4. Marketing Intelligence has an insignificant and positive effect on Business Performance. It means the marketing intelligence can improves the business performance of Malang SMEs, although insignificantly

7 SUGGESTION

The government should empower SMEs in marketing sector through the entrepreneurial marketing model approach as a new marketing paradigm to improve business performance. SME entrepreneursshould streamline the marketing methods and marketing intelligence by utilizing communication networks with consumers and involving customers in decision making as an effort to improve business performance. Future researcher should develop the results of this research by selecting SME from different types of business.

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111

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